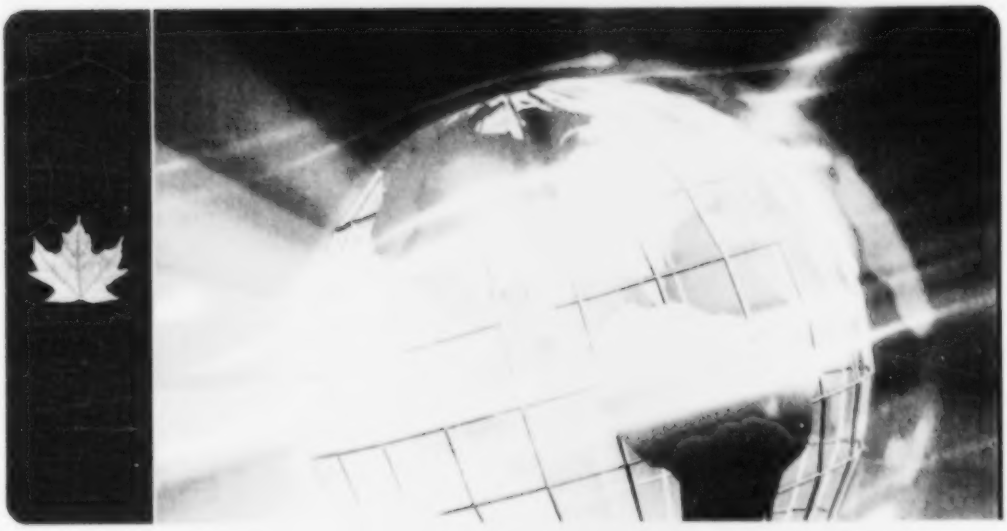
Citizenship and Immigration Canada
Citoyenneté et Immigration Canada

Report on Plans and Priorities

CITIZENSHIP AND IMMIGRATION CANADA

2009–2010



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The Honourable Jason Kenney, PC, MP
Minister of Citizenship, Immigration and Multiculturalism

Canada

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SECTION I
Overview

Message From the Minister

I am pleased to present the *2009–2010 Report on Plans and Priorities* for Citizenship and Immigration Canada (CIC).

CIC supports the national economy through immigration, maintains Canada's humanitarian obligations to protected persons and refugees, and reunites families. In just five years, Canada's population grew by 1.6 million, according to the 2006 Census, with 1.1 million of this increase due to the arrival of immigrants. Each year, Canada admits approximately 250,000 new permanent residents, as well as over 200,000 temporary foreign workers and students.

As we maintain historically high levels of immigration and our population becomes increasingly diverse, we must act deliberately to foster strong social cohesion and a common sense of Canadian identity by adapting immigration, citizenship and multiculturalism policies to address today's challenges. As we look to the future, it is important for both newcomers and Canadian society as a whole to emphasize long-term integration and improved intercultural understanding.

On October 30, 2008, the Government of Canada transferred the multiculturalism program to Citizenship and Immigration Canada. This Department's new mandate is committed to promoting the integration of all communities and, by fostering a sense of shared Canadian citizenship, the Department ensures that everyone can identify with our country's history, symbols and institutions.

In order to attract people to Canada, we are implementing the Action Plan for Faster Immigration. The Action Plan promotes Canada as a destination of choice, supports policies that encourage newcomers to stay, and encourages the selection of applicants who are likely to succeed early upon their arrival.

We will also implement important changes to the *Citizenship Act*, which will restore Canadian citizenship to many individuals who had lost it and give it to others who will now be recognized as citizens.

Through the Foreign Credentials Referral Office, internationally trained individuals are provided with information on foreign credentials and Canada's labour market. These services are offered through its website (www.credentials.gc.ca) and a dedicated toll-free telephone line, and in person through 330 Service Canada Centres and 216 Service Canada outreach offices. Since its launch in May 2007, the website has had more than 575,000 visits, most of them from overseas, an indication that individuals are preparing for life in Canada before their arrival here. The Office is also preparing to implement its overseas strategy, which will provide in-person orientation sessions in key source countries.

While the economic slowdown is expected to have an impact on unemployment, Canada's economy will require temporary foreign workers to fill job openings when no qualified Canadians can be found. We will continue to make improvements to the Temporary Foreign Worker Program to make it easier, faster and less expensive for employers to access these workers, while ensuring that foreign workers receive the same legal protections as Canadian workers.

The Government of Canada recognizes the benefits that international students bring. The introduction of the off-campus work permit has made it easier for international students to work in Canada after graduation. Further service improvements will allow international students to confirm their eligibility and

submit their applications online. As well, the Canadian Experience Class, introduced in 2008, makes it easier for temporary foreign workers and international students with Canadian credentials and work experience to apply for permanent residence.

CIC will continue to maintain Canada's humanitarian tradition by offering protection in Canada to refugees and improving the efficiency of the system to allow for better management of the inventory of refugee applications. The Government of Canada is also acting to fill vacancies in the membership of the Immigration and Refugee Board.

To protect the safety and security of Canadians, CIC works closely with the Canada Border Services Agency (CBSA), the Royal Canadian Mounted Police (RCMP) and the Canadian Security Intelligence Service (CSIS). One area of ongoing collaboration involves the appropriate background screening of immigrants. CIC is also working with the CBSA and the RCMP to implement biometric technologies that will help screen out criminals and facilitate the processing of legitimate temporary workers, students and visitors.

It is incumbent upon us as a government to support community and employment networks involving newcomers and Canadians, and to promote shared Canadian values. We will continue to build and improve on current initiatives, including language training and other labour-market initiatives that allow for the successful settlement of newcomers.

The Government of Canada is proud of the contributions various communities have made to the social, cultural and economic fabric of this country, and of the efforts all Canadians have made to welcome newcomers and encourage their full participation in our society.

I want to thank the staff of CIC for their collective efforts to enhance Canada's reputation as a destination of choice.

The Honourable Jason Kenney, PC, MP
Minister of Citizenship, Immigration and Multiculturalism

Raison d'être

Citizenship and Immigration Canada (CIC)[1] selects and processes foreign nationals as both permanent and temporary residents, assists with immigrant settlement and integration, and offers Canada's protection to refugees. CIC also grants Canadian citizenship and promotes the rights and responsibilities inherent in citizenship. The Department develops Canada's admissibility policy, sets the conditions to enter and remain in Canada, and conducts screening of potential permanent and temporary residents to protect the health, safety and security of Canadians. In doing so, CIC, in collaboration with its partners, fulfils its role of identifying applicants who could pose risks to Canada for reasons including health, security, criminality, organized crime, and violation of human and international rights.

On October 30, 2008, the Department received responsibility for implementation of the *Canadian Multiculturalism Act*, and the Minister of Citizenship and Immigration Canada therefore became the Minister of Citizenship, Immigration and Multiculturalism. Under the Act, CIC promotes the full and equitable participation of individuals and communities of all origins in the continuing evolution and shaping of all aspects of Canadian society, and helps them eliminate any barrier to that participation.

Responsibilities

CIC was created through legislation in 1994 to link immigration services with citizenship registration. The Department helps build a stronger Canada by taking a broad and integrated approach to helping immigrants settle in Canada, and encouraging and facilitating their ultimate acquisition of Canadian citizenship. CIC's broad mandate is derived from the *Department of Citizenship and Immigration Act*. More specifically, the Minister of Citizenship, Immigration and Multiculturalism is responsible for the *Citizenship Act* of 1977 and shares responsibility with the Minister of Public Safety Canada for the *Immigration and Refugee Protection Act* (IRPA), which was enacted following a major legislative reform in 2002. Immigration is also an area of shared jurisdiction with the provinces under section 95 of the *Constitution Act, 1867*.

CIC and the Canada Border Services Agency (CBSA)[2] support their respective ministers in the administration and enforcement of IRPA. The organizations work collaboratively to achieve and balance the facilitation and enforcement objectives of the immigration and refugee programs.

CIC has 46 in-Canada points of service and 90 points of service in 76 countries.

1. For more information on CIC's programs, see www.cic.gc.ca.
2. For more information on the CBSA, see www.cbsa-asfc.gc.ca.

CIC's Vision

An approach to immigration that:

- Responds to the needs of communities in all parts of the country by creating opportunities for individuals to come to Canada to make an economic, social, cultural and civic contribution while also realizing their full potential, with a view to becoming citizens; and
- Supports global humanitarian efforts to assist those in need of protection.

CIC's Mission

CIC, with its partners, builds a stronger Canada by:

- Developing and implementing policies, programs and services that:
  - Facilitate the arrival of persons and their integration to Canada in a way that maximizes their contribution to the country and ensures effective screening of potential temporary and permanent residents to protect the health, safety and security of Canadians;
  - Maintain Canada's humanitarian tradition by protecting refugees and persons in need of protection; and
  - Enhance the values and promote the rights and responsibilities of Canadian citizenship.
- Advancing global migration policies in a way that supports Canada's immig ation and humanitarian objectives;
- Improving admissibility tools and mechanisms to better identify applicants who could pose risks to Canada for reasons including health, security, criminality, organized crime, and violation of human and international rights.

Note: CIC's vision and mission will be updated in 2009–2010 to reflect the objectives of multiculturalism.

Strategic Outcomes and Program Activity Architecture

CIC's three strategic outcomes (SO) describe the long-term results that the Department's programs are designed to achieve.

STRATEGIC OUTCOME 1	Migration that significantly benefits Canada's economic, social and cultural development, while protecting the health, safety and security of Canadians
STRATEGIC OUTCOME 2	International recognition and acceptance of the principles of managed migration consistent with Canada's broader foreign policy agenda, and protection of refugees in Canada
STRATEGIC OUTCOME 3	Successful integration of newcomers into society and promotion of Canadian citizenship

The Department's Program Activity Architecture (PAA), seen below, is a reporting framework that provides an inventory of departmental programs and activities, and describes their linkages to the three strategic outcomes. The PAA also provides an enduring foundation for financial and performance reporting to Parliament. CIC will be adjusting its PAA in 2009–2010 to include multiculturalism, which was transferred from the Department of Canadian Heritage in October 2008. More details on the Multiculturalism – Engagement and Inclusion program activity and its sub-activities can be found in the "Other Items of Interest" section of this report.

Strategic Outcomes	Program Activities	Program Sub-activities
1. Migration that significantly benefits Canada's economic, social and cultural development, while protecting the health, safety and security of Canadians	1. Immigration Program	1.1 Immigration policy and program development 1.2 Selection and processing 1.3 Processing of Permanent Resident Cards
	2. Temporary Resident Program	2.1 Temporary resident policy and program development 2.2 Selection and processing
2. International recognition and acceptance of the principles of managed migration consistent with Canada's broader foreign policy agenda, and protection of refugees in Canada	3. Canada's role in international migration and protection	3.1 International migration policy development 3.2 Contributions to international organizations
	4. Refugee Program	4.1 Refugee policy and program development 4.2 Selection and processing of resettled protected persons (government-assisted refugees and privately sponsored refugees) 4.3 Processing of asylum applicants 4.4 Pre-removal risk assessment 4.5 Interim Federal Health Program
3. Successful integration of newcomers into society and promotion of Canadian citizenship	5. Integration Program	5.1 Settlement/resettlement policy and program development 5.2 Foreign Credentials Referral Office 5.3 Settlement Program 5.4 Grant to Quebec for the Canada-Quebec Accord 5.5 Immigration Loan Program 5.6 Resettlement Assistance Program
	6. Citizenship Program	6.1 Citizenship policy and program development 6.2 Citizenship processing 6.3 Citizenship promotion

Planning Summary[3]

Financial Resources ($ millions)		
2009–2010	2010–2011	2011–2012
1,392.8	1,521.4	1,495.8

Human Resources (Full-time Equivalents)		
2009–2010	2010–2011	2011–2012
3,946	3,766	3,735

EXPLANATION OF CHANGE: Overall, planned program spending for the Department increases by $129 million in 2010–2011, compared to the previous year, primarily due to the deferral of settlement program funding from 2009–2010 to future years.

In 2011–2012 planned spending decreases by $26 million due to the sunsetting of unfunded settlement program funding.

Strategic Outcome 1: Migration that significantly benefits Canada's economic, social and cultural development, while protecting the health, safety and security of Canadians

PERFORMANCE INDICATORS	TARGETS
Income from all sources (investment, employment earnings, self-employment, and employment insurance) for skilled worker principal applicants after three years compared to Canadian benchmark	Principal applicant income is stabilized and/or improved relative to the Canadian benchmark by 2012

Program Activity	Expected Results	Forecast Spending ($ millions)	Planned Spending ($ millions)			Alignment to Government of Canada Outcomes
		2008–2009	2009–2010	2010–2011	2011–2012	
1. Immigration Program	The arrival of permanent residents who contribute to Canada's economic, social and cultural development; and the protection of the health, safety and security of Canadians	137.6	**127.3**	122.4	123.6	ECONOMIC Strong economic growth
2. Temporary Resident Program	The arrival of temporary residents who contribute to Canada's economic, social and cultural development; and the protection of the health, safety and security of Canadians	69.8	**77.1**	63.1	68.3	ECONOMIC Strong economic growth
Total for SO 1		**207.4**	**204.4**	**185.5**	**191.9**	

[3] For this reporting year, resource information concerning the Multiculturalism – Engagement and Inclusion program activity is identified in the Department of Canadian Heritage's Report on Planned Expenses 2009–2010, available at www.tbs-sct.gc.ca/rpp/index-eng.asp. However, planning information can be found in the "Other Items of Interest" section of this report.

Strategic Outcome 2: International recognition and acceptance of the principles of managed migration consistent with Canada's broader foreign policy agenda, and protection of refugees in Canada

PERFORMANCE INDICATORS	TARGETS
Number of protected persons and Convention refugees granted permanent residence	Target range for 2009 is 23,600 to 27,200 persons
Percentage of positions initiated or supported by Canada which are eventually reflected in international policy debate	CIC responds to ad hoc requests; not possible to forecast demand accurately

Program Activity	Expected Results	Forecast Spending ($ millions)	Planned Spending ($ millions)			Alignment to Government of Canada Outcomes
		2008–2009	2009–2010	2010–2011	2011–2012	
3. Canada's Role in International Migration and Protection	Canada influences the international policy debate as part of its responsibilities with respect to international migration and refugee protection	4.0	**4.0**	4.0	4.0	INTERNATIONAL A safe and secure world through international cooperation
4. Refugee Program	Persons in need of protection and Convention refugees are protected by Canada by upholding our international obligations and humanitarian traditions, while protecting the health, safety and security of Canadians	106.5	**106.3**	100.2	99.4	INTERNATIONAL A safe and secure world through international cooperation
Total for SO 2		110.5	**110.3**	104.2	103.4	

Strategic Outcome 3: Successful integration of newcomers into society and promotion of Canadian citizenship	
PERFORMANCE INDICATORS	**TARGETS**
Income from all sources (investment, employment earnings, self-employment, and employment insurance) for all immigration categories after five years and after 10 years, compared to Canadian benchmark	Improvement in immigrant incomes relative to Canadian average by 2012
Social participation measured by donor and volunteer rates	Maintain or improve on current levels of 80% giving and 20% volunteerism by immigrants
Increased participation of new and established Canadians in citizenship events	50 off-site citizenship events annually by 2011

Program Activity	Expected Results	Forecast Spending ($ millions)	Planned Spending ($ millions)			Alignment to Government of Canada Outcomes
		2008–2009	2009–2010	2010–2011	2011–2012	
5. Integration Program	Newcomers contribute to the economic, social and cultural development needs of Canada	927.3	**921.5**	1,076.6	1,046.6	SOCIAL Diverse society that promotes linguistic duality and social inclusion
6. Citizenship Program	Citizens' full participation in Canadian society	30.6	**27.3**	26.7	26.6	SOCIAL Diverse society that promotes linguistic duality and social inclusion
Total for SO 3		**957.9**	**948.8**	**1,103.3**	**1,073.2**	
7. Internal Services		137.8	**129.3**	128.4	127.3	
ALL PROGRAM ACTIVITIES						
TOTAL PLANNED SPENDING		**1,413.6**	**1,392.8**	**1,521.4**	**1,495.8**	

Contribution of CIC Departmental Priorities to Strategic Outcomes

The following priorities continue to be the primary focus of the Department's management agenda for 2009–2010. These priorities support the achievement of all six of CIC's program activities as demonstrated in more detail below.

Operational Priority	Type	Links to Strategic Outcomes
Integrating Policy across Departmental Program Activities	Ongoing	SO 1, 2, 3

Description

CIC will continue to coordinate policy across departmental program activities in order to:

- Address changing demographics and labour market needs;
- Maximize the contribution of immigration across Canada;
- Address the settlement needs of immigrants in areas such as language acquisition and credential recognition;
- Maintain the health and security of Canadians while facilitating the entry of immigrants and temporary residents who have the potential to contribute to Canada;
- Process all applications in a timely fashion to address client and labour market needs.

To help meet Canada's labour market needs and the successful integration of newcomers, CIC will continue to work with its partners to build on programs such as the Provincial Nominee Program,[1] the Canadian Experience Class[2] and the Foreign Credentials Referral Office.[3] Implementation of the Action Plan for Faster Immigration[4] will also support a flexible approach to selecting those persons who best meet Canada's labour market needs.

In collaboration with its partners, CIC will continue to enhance program integrity through such initiatives as the development of biometrics, which will enable CIC officers to better confirm identity and detect fraud.

As part of its new multiculturalism mandate, CIC will support the promotion of cross-cultural understanding among all Canadians, including newcomers, consistent with its mandate to address short- and long-term integration issues in a manner that supports its economic, social, security and humanitarian objectives.

Operational Priority	Type	Links to Strategic Outcomes
Improving Client Service	Ongoing	SO 1, 2, 3

Description

As part of its ongoing efforts to improve client service, CIC adopted a comprehensive framework in 2008–2009 for client service modernization aimed at improving immigration and citizenship service delivery. A client service strategy was developed based on that framework, including a commitment to client service, service standards and a service charter. Three phases for the service standards strategy were developed with the aim of proceeding with phase one by the end of fiscal year 2008–2009. The following are examples of client service improvements planned for 2009–2010.

IMPLEMENT ACTION PLAN FOR SERVICE MODERNIZATION

In 2009–2010, CIC will implement the first phase of the action plan to modernize its service delivery network so that services and programs are integrated, responsive and accessible around the world. CIC will also continue to set service standards, and develop and strengthen partnerships with other government departments and agencies, and with service providers to enhance client access to CIC services and improve application processing.

1. For more information, see www.cic.gc.ca/english/immigrate/provincial/index.asp
2. For more information, see www.cic.gc.ca/english/immigrate/cec/index.asp
3. For more information, see www.credentials.gc.ca
4. For more information, see www.cic.gc.ca/english/department/media/backgrounders/2008/2008-11-28.asp

CONTINUE TO DEVELOP E-SERVICES

CIC launched its e-channel* in June 2008. In the e-channel's initial phase, electronic services are offered to both CIC's applicants and partners involved in the Off-Campus Work Permit Program. The e-channel supports applicants who apply for immigration and citizenship services, from their initial contact with CIC to the final disposition of their case. The e-channel will be extended progressively, one business line at a time. In 2009–2010, work permit applications for residents of Canada, the extension of visitor records and postgraduate work permits will be introduced.

DELIVER KEY STANDARDIZATION AND SIMPLIFICATION SERVICE MODERNIZATION PROJECTS

CIC will develop and coordinate projects to improve operational efficiency, including:

- implementation of a Web-based scheduling tool to allow applicants to schedule their own appointments for immigration and citizenship purposes; and
- streamlining of the citizenship application process.

CIC will also be conducting research to capitalize on advancements in technology and increased partnerships with other government departments and agencies such as Service Canada and the Royal Canadian Mounted Police (RCMP).

DEVELOP FRAMEWORK AND NETWORK FOR VISA APPLICATION CENTRES

The Government of Canada uses Visa Application Centres (VACs) to provide improved visa services to applicants abroad. VACs are managed by specialized commercial or service provider organizations. The establishment of 34 VACs in 17 countries will provide additional points of service in regions where there are few or no visa offices in close proximity to applicants. This will result in applicants no longer having to spend time and money travelling to a visa office if they choose to use a centre closer to home.

CIC is currently developing a comprehensive VAC strategy in order to extend the level of service provided through these centres on a global basis to as many applicants as possible, including the capture of biometrics in the Temporary Resident Program. The services offered by VACs are complementary to the services offered at Canadian visa offices.

Management Priority	Type	Links to Strategic Outcomes
Public Service Renewal	Previously committed to	SO 1, 2, 3 (enabling)

Description

In 2005, "Building the workforce of the future" was introduced as one of CIC's three strategic priorities and, recognizing that the Clerk of the Privy Council has made Public Service renewal a priority for federal organizations, this continues to be a key departmental priority. In April 2007, *A Human Resources Strategy 2007–2010* was finalized, which identifies the two goals of CIC's roadmap for renewal: building and sustaining a highly competent and innovative workforce; and sustaining an inclusive workplace and a productive organization. Key departmental priorities to support the Public Service renewal agenda have also been identified in CIC's Integrated Corporate Plan for 2008–2011. They address all four elements of the Clerk's renewal agenda: human resources and succession planning; recruitment and retention; employee learning and development; and enabling infrastructure.

Management Priority	Type	Links to Strategic Outcomes
Global Case Management System (GCMS)	Previously committed to	SO 1, 2, 3 (enabling)

Description

The GCMS* is a critical component of the infrastructure that will help CIC accomplish its strategic outcomes and priorities. The GCMS is a secure, reliable and efficient case management tool that will integrate citizenship, immigration and enforcement data worldwide. The first deployment of the GCMS was in 2004 for the citizenship program. Due to several challenges and complexities, strategies for completing the project were re-evaluated and a revised go-forward plan was prepared that reduces risk and delivers considerable business value. The revised plan was approved, and the GCMS is currently in the development phase for the second release, which will focus on the immigration program. Deployment to the first international mission is scheduled for June 2010.

* For more information, see www.cic.gc.ca/english/eservices/index.asp.

* More information on the GCMS can be found in the "Status Report on Major Crown Projects" table at www.tbs-sct.gc.ca/esd-dsd/dsd-indexeng.asp.

Management Priority	Type	Links to Strategic Outcomes
Web of Rules	Previously committed to	SO 1, 2, 3 (enabling)

Description

CIC is reducing and streamlining internal rules and processes to strengthen accountability and increase its efficiency and responsiveness. In addition to the client service initiatives discussed above, CIC is also reducing and streamlining external rules and processes by:

1. Working with the provinces, territories and other stakeholders through the Foreign Credentials Referral Office to strengthen foreign credential recognition processes, and by improving the offering of foreign credential recognition and labour market information to facilitate the integration of internationally trained individuals into the Canadian labour market; and
2. Contributing to the Government of Canada Action Plan to reform the administration of grants and contributions programs. CIC revised the terms and conditions and the delivery model for settlement programming, using this opportunity to align the changes with the recommendations of the Blue Ribbon Panel, particularly those concerning flexibility and simplification for service provider organizations. The Department's actions also include strengthening its management control framework and accountability regime for contribution agreements, as well as various measures to improve consistency, fairness, transparency, value for money, coordination and responsiveness.

Risk Analysis

Canada has one of most mature immigration programs in the world. Approximately 250,000 new permanent residents are admitted to Canada each year, as well as some 240,000 temporary foreign workers and students. In achieving these results, CIC manages many external and internal challenges.

Domestic and international challenges affect how CIC carries out its mandate:

- There is increasing competition for skilled immigrants throughout the world, brought about by the continued aging of populations in industrialized countries, as well as rapid economic development in many industrializing countries. This means that we must work with partners to consistently promote Canada as a destination of choice, adopt policies that encourage retention of newcomers such as students and temporary foreign workers, and select applicants who have greater potential to succeed early upon their arrival in Canada. Recent initiatives such as the Action Plan for Faster Immigration and the introduction of the Canadian Experience Class will improve Canada's ability to compete for skilled labour.
- The global economic downturn in recent months has left several major economies around the world already in or on the brink of a recession. In Canada, the downturn in the economy can be expected to increase unemployment in the short term, which may reduce demand for temporary foreign workers and may also act as a deterrent to prospective economic immigrants. The challenge for Canada's immigration program is to be able to respond to short-term labour market needs while also ensuring that longer-term needs will be met.
- Large urban areas, particularly Montréal, Toronto and Vancouver, attract the majority of new immigrants. This trend exerts pressure on the capacity of these cities to support newcomer economic and social integration. In contrast, other regions often do not receive enough immigrants to meet local labour market needs. The Government is working to ensure that the benefits of immigration are realized across the country. For example, Canada recently developed the Canadian Experience Class to facilitate the qualification of certain temporary foreign workers and international students as permanent residents, since these persons are more geographically dispersed than immigrants entering under the

Federal Skilled Worker Program. Canada also cooperates with provinces and territories to help them realize their specific economic immigration objectives through the Provincial Nominee Program.

- Growing international migration has increased the possibility of Canadians being exposed to disease outbreaks, infectious diseases, acts of terrorism and transnational organized crime. A range of mitigating strategies has been adopted across government and with international partners to reduce the possibility of these risks impacting the Canadian population.
- Promoting full participation of all newcomers to Canada, and of longer-term residents and citizens is likely to reduce any potential risk of social instability.

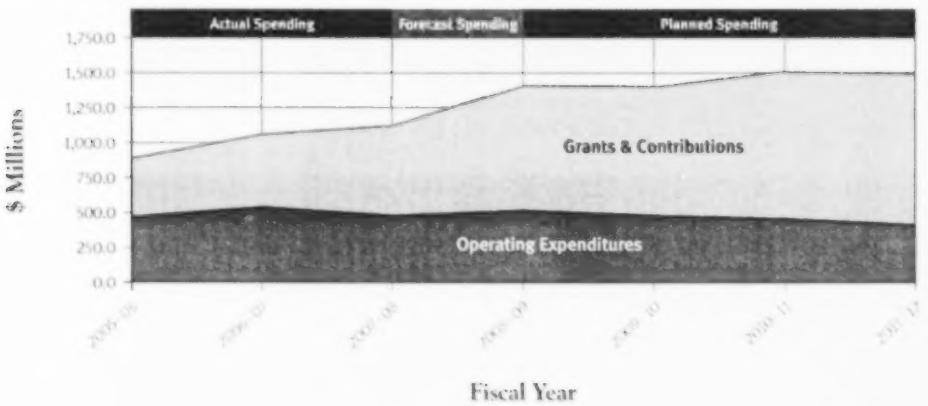
CIC faces internal pressures as well. More than 952,000 applicants are waiting for a decision on their case, resulting in lengthy waiting times for prospective immigrants, particularly among federal skilled worker applicants, parents and grandparents, humanitarian and compassionate grounds applicants, and pre-removal risk assessment applicants. In addition, there is a growing volume of applications from visitors, students and temporary workers that need to be screened and processed in a timely manner. The Department faces challenges in meeting these demands, particularly in terms of managing processing capacity and ensuring effective linkages with key delivery partners.

As discussed above, many reforms to CIC's programs have been introduced in recent years to make them more flexible and responsive to the needs of the labour market, and to enhance operational integrity and efficiency. These changes are complex to implement, particularly in a climate of fiscal constraint. The Department continues to focus on ensuring that the appropriate human resources, training and risk mitigation strategies are in place to support the successful implementation of program reforms.

Expenditure Profile

For the 2009-2010 fiscal year, CIC plans to spend $1,392.8 million to meet the expected results of its program activities. The table below illustrates CIC's spending trend from 2005-2006 to 2011-2012:

Departmental Spending Trend



Grants and Contributions

Overall grants and contributions funding increased twofold between 2005–2006 and 2008–2009. This is primarily due to additional contribution funding under the Canada-Ontario Immigration Agreement (COIA), and additional obligations under the grant for the Canada-Quebec Accord on Immigration. This trend continues into 2010–2011 and stabilizes in future years.

Operating Expenditures

Overall operating funding will remain relatively constant in the coming years despite increased funding for certain initiatives. Although additional operating resources have been provided for the GCMS, these resources are temporary and will sunset by the end of 2011–2012. Additional operating funding has been provided for the Interim Federal Health (IFH) Program and the Temporary Foreign Worker Program; however, these increases have been largely offset by the effects of government-wide reductions, transfers to other departments, and reductions due to foregone revenue.

Voted and Statutory Items ($millions)

Vote # or Statutory Item (S)		Current Main Estimates 2009–2010	Previous Main Estimates 2008–2009
1	Operating expenditures (Note 1)	**447.4**	396.1
5	Grants and contributions (Note 2)	**866.9**	884.7
(S)	Minister of Citizenship and Immigration – Salary and motor car allowance	**0.1**	0.1
(S)	Contributions to employee benefit plans	**43.9**	38.6
(S)	Loans to immigrants and refugees to facilitate the arrival of newcomers pursuant to section 88 of the *Immigration and Refugee Protection Act* (Non-Budgetary)	–	–
	TOTAL DEPARTMENT	**1,358.3**	**1,319.5**

NOTE 1 – Operating expenditures in Vote 1 increase by $51 million in 2009–2010 over the previous year, primarily due to additional funding of $31 million for the Global Case Management System and additional Interim Federal Health Program resources of $20 million.

NOTE 2 – Grants and contributions in Vote 5 decrease overall by $18 million in 2009–2010. This decrease is primarily due to the deferral of settlement funding from 2009–2010 to future years.

SECTION II
Analysis of Program Activities by Strategic Outcome

This section describes CIC's strategic outcomes and program activities, and identifies the expected results, performance indicators and targets for each of them. This section also explains how the Department plans on achieving the expected results, and presents the financial and non-financial resources that will be dedicated to each program activity.

Strategic Outcome 1: Migration that significantly benefits Canada's economic, social and cultural development, while protecting the health, safety and security of Canadians

PERFORMANCE INDICATORS	TARGETS
Income from all sources (investment, employment earnings, self-employment, and employment insurance) for skilled worker principal applicants after three years compared to Canadian benchmark	Principal applicant income is stabilized and/or improved relative to the Canadian benchmark by 2012

Migration is a positive force for economic and social development. CIC continues to promote Canada as a destination of choice for talent, innovation, investment and opportunity. CIC, however, cannot achieve this strategic outcome alone and many partners contribute to its success. Immigration is a joint responsibility under the Constitution, and effective collaboration between the Government of Canada and the provinces and territories is essential to attain the objectives of the immigration program. Canada's immigration policy facilitates the entry into Canada of new immigrants and temporary residents whom we believe have the ability to contribute to the labour market and economy through their skills, business experience or the capital they invest. Canada also welcomes Family Class immigrants who are sponsored and thus supported in their initial integration by close family members. Many people sponsored as members of the Family Class also make an economic contribution to Canada.

In 2009–2010, CIC will work with its partners toward increasing the contribution of the economic immigration stream to support Canada's continued economic prosperity and competitiveness. The aim is to have a more responsive immigration system that attracts and selects immigrants who best meet labour market and economic objectives, while improving outcomes for new immigrants and maintaining program integrity. Activities in support of this goal include implementation of the new Canadian Experience Class and the Government's Action Plan for Faster Immigration,[10] as well as ongoing work to help meet specific provincial and territorial needs through the Provincial Nominee Program.

Building on progress made since 2007–2008, CIC will continue to work with Human Resources and Skills Development Canada to explore and implement improvements to the Temporary Foreign Worker

[10] For more information, see www.cic.gc.ca/english/department/media/backgrounders/2008/2008-11-28.asp

Program to better respond to employers' needs for temporary workers and ensure that employers meet the requirements of the program.

CIC will maintain its commitment to reunite families by giving priority to the processing of applications from sponsored spouses, partners and dependent children. The number of applications from parents and grandparents that will be processed will remain consistent with the previous three years. CIC will also continue to play a significant role in maintaining Canada's humanitarian tradition by offering protection in Canada to refugees and persons in need of protection. CIC will continue to improve the humanitarian and compassionate grounds program to create efficiencies in processing that allow for better management of the inventory of applications.

CIC will also continue to fulfil its role of identifying applicants for immigration or temporary status who could pose security or health risks to Canadians, in order to protect Canadians and to ensure that the benefits of a more responsive immigration system are not undermined. To be successful, CIC relies on effective partnerships with other departments and organizations such as the CBSA, the RCMP, the Department of Justice, and Health Canada, and on its own fraud detection and deterrence expertise.

To manage health issues related to immigration, CIC will continue to develop and implement risk mitigation strategies in cooperation with the Public Health Agency of Canada, and the provinces and territories. Any residual public health risks regarding the transmission of infectious diseases will be mitigated through the medical surveillance of newly arrived permanent and temporary residents, as required.

Immigration Ranges for 2009

CIC's commitment is to admit new permanent residents in 2009 within a planning range of 240,000 and 265,000 admissions. The immigration program will continue to respond to our country's diverse skill requirements. Aided by the Action Plan for Faster Immigration and other flexibilities introduced through amendments to IRPA contained in the *Budget Implementation Act 2008*, the 2009 immigration levels plan helps modernize the immigration system and will meet and balance three key objectives:

- Setting the number of permanent resident admissions Canada needs to achieve its economic, family reunification and humanitarian goals while accommodating the demand in temporary resident streams;
- Improving labour market responsiveness by admitting, in a timely manner, the skilled people who are more likely to succeed and who are most needed by the labour market; and
- Achieving application inventory reduction targets.

To help achieve these objectives, CIC will continue to work with partners and stakeholders on foreign credential recognition in order to inform ministerial instructions, and to guide the Department's overseas strategy for assisting internationally trained individuals seeking career opportunities in Canada.

Planning ranges for 2009

Immigrant Category	Low Range	High Range
Federal Skilled Workers	68,200	72,000
Quebec-selected Skilled Workers	28,100	29,100
Federal/Quebec Business	11,000	12,000
Live-in Caregivers	8,000	10,000
Provincial/Territorial Nominees	20,000	26,000
Canadian Experience Class	5,000	7,500
Total Economic	**140,300**	**156,600**
Spouses, Partners and Children	50,000	52,000
Parents and Grandparents	18,000	19,000
Total Family	**68,000**	**71,000**
Government-assisted Refugees	7,300	7,500
Privately Sponsored Refugees	3,300	4,500
Protected Persons In Canada	7,000	9,000
Dependants Abroad	6,000	6,200
Total Protected Persons	**23,600**	**27,200**
Humanitarian and Compassionate/Public Policy	8,000	10,000
Permit Holders[11]	100	200
Total Other	**8,100**	**10,200**
TOTAL	**240,000**	**265,000**

PROGRAM ACTIVITY 1 – IMMIGRATION PROGRAM

Financial and Human Resources

	2009–2010	2010–2011	2011–2012
Planned Spending ($ millions)	**127.3**	122.4	123.6
Full-time Equivalents	**1,299**	1,275	1,259

EXPLANATION OF CHANGE: Planned spending decreases by $5 million in 2010–2011, compared to the previous year, primarily due to the sunsetting of temporary funding for the implementation of the Global Case Management System.

[11] For more information on this category, see www.cic.gc.ca/english/information/applications/guides/5527E.asp.

PROGRAM DESCRIPTION

The immigration program aims to design, develop and implement policies and programs to facilitate the entry of permanent residents in a way that contributes to the economic, social and cultural development of Canada while protecting the health, safety and security of Canadians.

EXPECTED RESULT

The arrival of permanent residents who contribute to Canada's economic, social and cultural development; and the protection of the health, safety and security of Canadians.

PERFORMANCE INDICATORS	TARGETS FOR 2009
Labour market participation – employment rates for very recent immigrants (individuals who have been immigrants to Canada for less than five years) compared to the Canadian average	Improvement in participation rate relative to Canadian average by 2012
Number of permanent resident arrivals by category according to immigration plan	Target ranges are set in the 2009 immigration plan
Number of inadmissibility reports resulting in removal orders against permanent residents	Anticipated: 300 orders (based on annual historical record)

In 2009–2010 and subsequent years, CIC will continue to focus on modernizing the immigration program. This will be done largely through the use of new authorities granted under the recent amendments to IRPA contained in the *Budget Implementation Act 2008* and funding provided through Budget 2008. The amendments removed the obligation to process all applications received to a decision and provided the Minister of Citizenship, Immigration and Multiculturalism with the authority to issue instructions establishing priorities for the processing of certain categories of applications. In addition, CIC will continue to develop proposed regulatory changes to the *Immigration and Refugee Protection Regulations* that aim to improve program integrity, advance policy work related to family reunification, and address the alleged misconduct of immigration representatives. CIC will conduct an evaluation of the Federal Skilled Worker Program in 2009–2010 to measure its performance.

CIC aligns the selection of new immigrants with Canada's labour market needs, while continuing to uphold family reunification objectives. Labour market participation of new immigrants is an important indicator of the success of the immigration program. Employment helps to accelerate a new immigrant's integration into Canadian society.

In order to protect the safety and security of Canadians, CIC will continue to work with the CBSA, RCMP and Canadian Security Intelligence Service to ensure the appropriate background screening of immigrants. With the support of public security and anti-terrorism funding, CIC will contribute to national and border security through the Permanent Resident Card program, which provides permanent residents with a secure status document compliant with international travel document standards.

Through the ongoing management of health risks and by screening applicants for medical conditions that are likely to be a danger to public health and safety or are expected to cause excessive demand on health and social services, CIC will continue to ensure that immigration does not threaten the health and safety of Canadians.

Planning Highlights for 2009–2010

- Centralize intake for federal skilled worker applications. Centralizing reception, data entry, fee collection and category assessment at a single location in Canada will increase efficiency, reduce administrative work in the overseas network, and ensure integrity and uniform treatment of

applications. This complements other client service and modernization initiatives across the Department.

- Introduce a new Permanent Resident Card with updated security features to ensure that permanent residents continue to benefit from a tamper-resistant status document that permits them to prove their status and to access services.
- Leverage strategic partnerships with the provinces and territories, employers, national accreditation bodies and other key stakeholder groups to use ministerial instructions most effectively.
- Lead the development of policies for the ongoing management of risks associated with the public health and safety of Canadians, and the prevention of an excessive demand on Canadian health and social services.
- Further strengthen medical screening by improving risk management strategies to assess and screen immigrants and temporary residents effectively and rapidly.

Benefits for Canadians

Canada and the Canadian economy benefit from the immigration program when immigrants in the economic stream have skills that are aligned with labour market needs. New immigrants enter the Canadian labour market more quickly, and employers benefit through reduced waiting times for workers with skills that are in demand. Canadians and permanent residents benefit when they are able to reunite with close family members through family sponsorship. Finally, immigrants' economic success can foster a sense of belonging in Canadian society, which results in more meaningful social and cultural contributions.

PROGRAM ACTIVITY 2 – TEMPORARY RESIDENT PROGRAM

Financial and Human Resources

	2009–2010	2010–2011	2011–2012
Planned Spending ($ millions)	**77.1**	63.1	68.3
Full-time Equivalents	**700**	586	577

EXPLANATION OF CHANGE: Planned spending decreases by $14 million in 2010–2011, compared to the previous year, primarily due to the sunsetting of temporary funding for the implementation of the Global Case Management System and short-term immigration pressures.

In 2011–2012 planned spending increases by $5 million, primarily due to additional funding for the biometrics project.

PROGRAM DESCRIPTION

The Temporary Resident Program involves the design, development and implementation of policies and programs to facilitate the entry of temporary workers, students and visitors in a way which contributes to Canada's economic, social and cultural development while protecting the health, safety and security of Canadians.

EXPECTED RESULT

The arrival of temporary residents who contribute to Canada's economic, social and cultural development; and the protection of the health, safety and security of Canadians.

PERFORMANCE INDICATORS	TARGETS FOR 2009
Number of foreign workers by skill level (arrivals)	Anticipated demand: 125,000 to 150,000 persons
Number of foreign students by level of education (arrivals)	Anticipated demand: 75,000 to 78,000 persons
Number of visitor visas issued	Anticipated demand: 820,000 visas
Number of temporary resident applications processed by category	Anticipated demand: 380,000 foreign worker applications 160,000 foreign student applications 1,025,000 visitor visa applications

The Temporary Foreign Worker Program, jointly administered by CIC, Human Resources and Skills Development Canada, the CBSA and the Quebec Ministère de l'Immigration et des Communautés culturelles, allows employers to hire foreign workers on a temporary basis when Canadians or permanent residents are not available. Changing demographics and growth in the economy have resulted in a surge in the program in recent years. Since 2004, admissions have increased by 47 percent in response to growing employer demand.[12] While CIC expects that the recent economic slowdown will reduce the high demand, Canada's economy will likely continue to call for large numbers of temporary foreign workers.

The Government recognizes the economic, social and cultural benefits that international students bring to Canada, and has introduced a number of initiatives to attract and retain international students. CIC will continue to attract top international students and will work with the Department of Foreign Affairs and International Trade (DFAIT) to promote Canada as a destination of choice for international students. Recent changes to work permit programs for international students during their term of studies and after graduation, combined with the recent launch of the Canadian Experience Class, will also serve as a tool to attract and retain top students from foreign countries.

It is important to highlight that entries under temporary resident streams (workers, international students and visitors) are completely driven by client demand and fluctuate from year to year. In 2007 alone, CIC processed visitor visa applications for almost 980,000 people. Applications in temporary streams are often time-sensitive, and there are no planned targets or quotas, nor is there a mechanism to limit the number of applications received. As a result, changes in volumes for temporary streams can impact CIC's overall processing capacity, as well as its ability to deliver on permanent immigration objectives and targets because the same resources are used to process both temporary and permanent residents.

Budget 2008 addressed Canadians' concern for border integrity and security by providing funding to introduce the use of biometrics data in order to verify the identity and travel documents of foreign nationals in the

[12] See the *Annual Report to Parliament on Immigration, 2008* at www.cic.gc.ca/english/resources/publications/annual-report2008/section3.asp#part3_3

visa-issuing process. The Temporary Resident Biometrics Project,[11] which is in the initial planning stage, will strengthen identity management by making relevant and reliable identity information available to CIC visa officers and CBSA border officers; reduce the likelihood that known inadmissible persons gain entry to Canada; reduce program abuses; and facilitate the processing of legitimate travellers to Canada from non-visa-exempted countries.

Planning Highlights for 2009–2010

- Develop a regulatory package that will improve program integrity and increase worker protection from exploitation by employers. As a result of the regulatory package, it is expected that the review of the validity of each job offer will be enhanced and employers of temporary foreign workers will see increased accountability.

Benefits for Canadians

Temporary foreign workers and international students benefit Canada by contributing to our economy, society and culture. Temporary foreign workers meet short-term and acute needs in the labour market that cannot easily be filled by the domestic labour force, thereby helping to generate growth for a number of Canadian industries. International students contribute economically as consumers and help enrich the fabric of Canadian society and culture through their diverse experiences and talents. Once experienced and trained in Canada, certain temporary workers and international students also represent a key talent pool to be retained as immigrants through programs like the Canadian Experience Class. Tourists and business visitors also make significant contributions to Canada's economy by creating a demand for services in the hospitality sector and allowing Canadian businesses to benefit from their specialized expertise.

Strategic Outcome 2: International recognition and acceptance of the principles of managed migration consistent with Canada's broader foreign policy agenda, and protection of refugees in Canada

PERFORMANCE INDICATORS	TARGETS
Number of protected persons and Convention refugees granted permanent residence	23,600 to 27,200 persons, as identified in the 2009 immigration plan
Percentage of positions initiated or supported by Canada which are eventually reflected in international policy debate	CIC responds to ad hoc requests; not possible to forecast demand accurately

The overarching objective of CIC's second strategic outcome is to promote internationally the Canadian vision of managed migration. The long-term benefits include minimized risks for the countries of destination as well as the migrants, viable programs that address labour market issues and demographics, and improved economic benefits for all stakeholders. Internationally, migration and humanitarian issues continue to gain the attention of governments, bilateral and multilateral fora, non-governmental organizations, and academic and other research institutes. CIC is expanding its leadership role in framing and advancing important international migration policy and governance dialogues. These dialogues explore the links between migration policy and development assistance, health, environment, trade and human capital flows. Given the

[11] More information on the Temporary Resident Biometrics Project can be found in the "Status Report on Major Crown Projects" table at www.tbs-sct.gc.ca/estd-bddc/indexeng.asp.

complexity of these links, CIC continues to foster partnerships, both domestically and internationally, to develop and implement a strategic agenda on global migration and protection, and to identify opportunities for advancing Canada's policy and program priorities.

With over 11 million refugees worldwide, Canada comes to their aid by partnering with many other countries and international organizations, as well as civil society partners. Partnerships also ensure the effective delivery of Canada's humanitarian programs. For example, Canada works closely with the United Nations High Commissioner for Refugees (UNHCR) to search for durable solutions for refugees, especially those displaced for decades. Every year, Canada resettles 10,000 to 12,000—or one out of every 10—of the refugees resettled globally. In addition, Canada offers protection to many more who come to Canada to seek asylum. CIC will continue to engage with stakeholders, both domestically and internationally, to develop and implement timely, efficient and effective refugee protection policies and programs.

PROGRAM ACTIVITY 3 – CANADA'S ROLE IN INTERNATIONAL MIGRATION AND PROTECTION

Financial and Human Resources

	2009–2010	2010–2011	2011–2012
Planned Spending ($ millions)	**4.0**	4.0	4.0
Full-time Equivalents	**18**	18	18

PROGRAM DESCRIPTION

Advance Canada's interests in the context of international migration consistent with Canada's legal and international obligations; steer and influence the international agenda on migration management issues, ensuring consistency with Canada's foreign and other public policy approaches; contribute to managing migration internationally; and support development of Canada's image abroad.

EXPECTED RESULT

Canada influences the international policy debate as part of its responsibilities with respect to international migration and refugee protection.

PERFORMANCE INDICATORS	TARGETS FOR 2009
Number and description of Canada's participation in international meetings and events	CIC responds to ad hoc requests; not possible to forecast demand accurately
Number and description of new or renewed international agreements and/or other arrangements led, undertaken or established (multilateral, regional, bilateral, including international organizations)	CIC responds to ad hoc requests; not possible to forecast demand accurately

During 2009–2010, CIC will continue developing its strategy for international engagement. The Department will also define its strategic migration policy agenda for targeted international regions, and will manage and direct Canada's participation in key international fora regarding migration. CIC will continue to represent Canada's immigration interests in major international meetings and negotiations. Canada will also continue to monitor international developments impacting the arrival of refugees in the country and expand its international asylum relations with other countries.

Planning Highlights for 2009–2010

- Promote a shared understanding of migration policies and perspectives across federal departments by further developing the Interdepartmental Migration Group, and by encouraging mutually beneficial exchanges with other governments to increase understanding of migration trends and perspectives.
- Set priorities to enhance international engagement and foster greater coherence between CIC's international policy and operations by developing a mechanism to guide the Department in its decision making, priority setting and agenda for international engagement, and by developing and maintaining mechanisms for the sharing of information and intelligence.
- In consultation with other government departments, define and articulate Canada's position on migration and refugee-related issues; manage relationships with regional and international organizations; participate in select fora; contribute to international agenda setting; and manage Canada's contribution to and/or membership in several key organizations.
- Develop strategies and actions to address current legal challenges and ongoing developments having policy or legal impact related to the Safe Third Country Agreement, which establishes rules for sharing the responsibility for hearing refugee claims between Canada and the United States.
- Develop strategies and actions to advance the implementation of the Asylum Annex information-sharing agreement between Canada and the United States and build the basis for information sharing with other like-minded countries.
- Through partnerships, work to develop other states' capacity to create or enhance refugee resettlement and asylum programs, thus contributing to the expansion of international protection space.

Benefits for Canadians

Canada can help shape the international policy agenda by maintaining its presence in international fora. The goal is to ensure the future of our immigration program as well as respond to our international responsibility regarding migration, including refugee protection. Participation in international fora allows Canada to preserve its ability to set its immigration policies and to meet its economic, social, humanitarian and cultural objectives. This participation also ensures that Canada can meet its legal and international obligations. It permits Canada to contribute to fostering better-managed migration internationally by sharing its insights and experience in an area in which it is widely considered to be the world leader.

Timely information sharing between states also supports better decision making, reduces abuse, contributes to the integrity of the refugee protection process, and strengthens public confidence in our refugee status determination programs. Through multilateral collaboration and the Anti-Fraud Experts Group, CIC further represents the federal government's interest in enhancing the integrity of global resettlement activities, which strengthens public confidence in Canada's resettlement program and in our capacity to contribute to other states' efforts to establish effective resettlement programs.

PROGRAM ACTIVITY 4 – REFUGEE PROGRAM

Financial and Human Resources

	2009–2010	2010–2011	2011–2012
Planned Spending ($ millions)	**106.3**	100.2	99.4
Full-time Equivalents	**153**	113	108

EXPLANATION OF CHANGE: Planned spending decreases by $6 million in 2010–2011 compared to the previous year, primarily due to the sunsetting of temporary funding for the implementation of the Global Case Management System and the sunsetting of funding to implement Bill C-35 (Balanced Refugee Reform Act).

PROGRAM DESCRIPTION

The refugee program fulfils Canada's international obligations by coming to the aid of persons in need of protection in Canada, and maintains its humanitarian tradition by protecting refugees abroad through resettlement to Canada.

EXPECTED RESULT

Persons in need of protection and Convention refugees are protected by Canada by upholding our international obligations and humanitarian traditions, while protecting the health, safety and security of Canadians.

PERFORMANCE INDICATORS	TARGETS FOR 2009
Number of protected persons and Convention refugees granted permanent residence by category	Government-assisted Refugees: 7,300 – 7,500 Privately Sponsored Refugees: 3,300 – 4,500 Protected Persons in Canada: 7,000 – 9,000 Dependants Abroad: 6,000 – 6,200

The refugee program upholds Canada's humanitarian tradition by protecting refugees abroad through resettlement to Canada and by offering protection to asylum seekers in Canada who are in demonstrable need, in accordance with international instruments. Canada operates one of the largest refugee resettlement programs in the world. The resettlement program enables the Government and private sponsoring groups to come to the aid of refugees overseas. As a signatory to the *1951 Convention Relating to the Status of Refugees*, the 1967 Protocol and the *Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment*, Canada has a legal obligation, as reflected in IRPA, to extend refugee protection to individuals in need of asylum upon or after their arrival in Canada.

In 2009, CIC's planned targets for refugee intake through the resettlement program are 7,300 to 7,500 for government-assisted refugees and 3,300 to 4,500 for privately sponsored refugees. In cooperation with partners and stakeholders, programs and policies related to the resettlement program will continue to be reviewed to improve refugee outcomes.

CIC anticipates that 7,000 to 9,000 persons determined in Canada to be Convention refugees and persons in need of protection, and 6,000 to 6,200 dependent family members abroad will be granted permanent residence in 2009. These targets are based on the number of claims made in previous years and the anticipated processing rates of the Immigration and Refugee Board. The in-Canada refugee protection system faces a number of challenges, including a growing inventory that results in longer processing times. In addition, the system is used by many claimants who are found not to be in need of protection. CIC's focus during 2009–2012 will be on continuing to review policies and programs for refugees and protected persons in order to provide protection where needs are greatest and ensure the integrity of its programs. This includes a review of both the in-Canada refugee status determination system and the pre-removal risk assessment procedures in order to ensure timely, efficient and effective protection to persons in need.

The Interim Federal Health Program provides temporary health coverage for refugee claimants, asylum seekers, Convention refugees, victims of human trafficking with a temporary resident permit and persons under detention by the CBSA. The IFH Program provides coverage for persons who demonstrate financial need and do not fall within the definition of "insured persons" under the *Canada Health Act*, and therefore do not qualify for provincial or territorial health coverage. Through a network of 18,000 registered health-care providers across Canada, the IFH Program

will continue to provide coverage to approximately 100,000 beneficiaries generating over 500,000 claims per fiscal year. The increase in the number of refugee claimants and the increase in the period of coverage as a result of longer processing times are exerting pressure on the costs of the IFH Program. If the situation continues, CIC expects a considerable increase in the cost of the program in the coming years.

Planning Highlights for 2009–2010

- Increase program integrity and accountability and improve program effectiveness and efficiency in consultation and collaboration with national stakeholders and international partners.
- Develop additional client-centred programs to better meet the resettlement needs of refugees.
- Conduct an evaluation of the Government-assisted Refugees Program.
- Continue to develop policies, programs and process options to enhance the timeliness, efficiency and effectiveness of the in-Canada refugee status determination system.
- Identify opportunities for international partnerships and stakeholder engagement to advance Canadian refugee protection objectives, especially with regard to finding solutions for refugees in protracted situations.
- Conduct research and apply gender-based analysis (GBA) and sustainable development lenses to strengthen refugee policy and program development.
- Build an integrated approach for pre-departure and post-arrival medical screening and health intervention.
- Engage health partners regarding the high health-service needs of refugees from protracted situations.
- Continue to strengthen the accountability framework for the IFH Program and advance the implementation of service improvement measures through streamlined program tools, forms and processes, and internal and external communications.
- Finalize a request for proposal for the renewal of the medical claims administration contract.

Benefits for Canadians

The promotion of security, human rights and refugee protection is fundamental to Canada's contribution to a safe and secure world. The refugee program is an integral part of Canada's humanitarian traditions, contributes to making Canada a prosperous and progressive nation, and upholds the values Canada places on cultural diversity, human rights, and playing a constructive role internationally in support of our agreements and obligations. By taking a lead role in international fora, such as the Intergovernmental Consultations on Migration, Asylum and Refugees, or the high-level meetings of the UNHCR, and in the carrying out of bilateral asylum agreements, Canada seeks the development of coherent and transparent national migration systems that will contribute to global safety, prosperity and human rights.

With respect to refugee resettlement, a sound knowledge of the epidemiological profile of refugees helps protect the health and safety of Canadians and allows proper support and programs to be in place before the refugees arrive in Canada. Sharing this information with partners and organizations in Canada helps them prepare for the particular needs of the arriving refugees.

Strategic Outcome 3: Successful integration of newcomers into society and promotion of Canadian citizenship

PERFORMANCE INDICATORS	TARGETS
Income from all sources (investment, employment earnings, self-employment, and employment insurance) for all immigration categories after five years and after 10 years, compared to Canadian benchmark	Improvement in immigrant incomes relative to Canadian average by 2012
Social participation measured by donor and volunteer rates	Maintain or improve on current levels of 80% giving and 20% volunteerism by immigrants
Increased participation of new and established Canadians in citizenship events	50 off-site events annually by 2011

CIC develops policies and programs to support the settlement, resettlement and longer-term integration of newcomers into Canadian society. Settlement policies and programming, developed through the integration program, play a key role in setting the stage for newcomers' participation and contribution to Canada. As immigrants and refugees seek to overcome challenges specific to settling in a new country, settlement programming provides support for newcomers to maximize their potential and realize their aspirations, eventually leading to their full participation and citizenship in Canadian society. In Canada, welcoming newcomers and assisting with settlement and longer-term integration is a shared effort; therefore, partnerships and contributions from the federal government, provinces, territories, employers, service providers, community organizations and others are key to the achievement of this strategic outcome.

The acquisition of citizenship is a significant step in the integration process, as it invests newcomers with the full range of Canadian rights and responsibilities and enables them to foster their sense of belonging to Canada. This process takes place in the context of a broader sense of citizenship that is shared by all Canadians. Supporting citizenship involves providing an environment where civic participation and the expression of identity are fostered through various tools for promoting and celebrating citizenship.

PROGRAM ACTIVITY 5 – INTEGRATION PROGRAM

Financial and Human Resources

	2009–2010	2010–2011	2011–2012
Planned Spending ($ millions)	**921.5**	1,076.6	1,046.6
Full-time Equivalents	**400**	400	400

EXPLANATION OF CHANGE: Overall planned spending increases by $155 million in 2010–2011, primarily due to the deferral of settlement funding from 2009–2010 to future years.

In 2011–2012 planned spending decreases by $30 million, due to the sunsetting of reprofiled settlement funding.

PROGRAM DESCRIPTION

The integration program's objectives are to develop policies and programs that support the settlement, resettlement, adaptation and integration of newcomers into Canadian society by delivering orientation, adaptation and language programs for newcomers.

EXPECTED RESULT

Newcomers contribute to the economic, social and cultural development needs of Canada.

PERFORMANCE INDICATORS	TARGETS FOR 2009
Labour market participation – Employment rate compared to Canadian average after five years and after 10 years	Improvement in participation rate relative to Canadian average by 2012
Increased participation in federally funded settlement and integration programming	Maintenance or improvement in settlement programming participation rates compared to 2008–2009

CIC's settlement programming assists immigrants and refugees in overcoming challenges specific to the newcomer experience, such as acquisition of official language skills and knowledge of Canada, so that they can better settle and participate in social, cultural, civic and economic life in Canada. This assistance involves providing language learning services for newcomers; community and employment bridging services; settlement information; and support services that facilitate access to other settlement programming. Most services are designed and delivered by service provider organizations across Canada, but certain ones, such as some information provision services, are delivered directly by CIC, and others are delivered overseas. British Columbia, Manitoba and Quebec design, deliver and administer their own settlement services and are comparably funded under formal agreements with Canada.

In 2008–2009, CIC's Program Activity Architecture was amended to combine several program sub-activities[24] under a single new program sub-activity, the settlement program, to enhance flexibility and better meet newcomers' needs. CIC will continue to support the settlement, resettlement, adaptation and integration of newcomers to Canada by implementing a modernized approach to settlement programming which is more outcome-based and responsive to newcomer needs, and which includes activities to enhance the delivery of orientation, adaptation and language programs for newcomers. The modernized settlement program introduces an enhanced accountability regime that includes the introduction of a new ongoing performance measurement strategy, along with plans and strategies for evaluation and reporting on outcomes.

In 2009–2010 and beyond, and building on the opportunities presented by increases to settlement funding, the modernization of settlement programming will continue to provide appropriate support and services for newcomers to assist in their settlement and long-term integration in Canada; help newcomers contribute to the economic, social and cultural development needs of Canada; and encourage participation by a range of players (such as employers and volunteers) in the provision of settlement services and the fostering of welcoming communities for newcomers. These endeavours will ultimately support the Government of Canada's priority to increase newcomer participation in settlement programming, as stated in the 2008 Speech from the Throne.

Under the Resettlement Assistance Program, resettled refugees are provided with essential services immediately after arrival and with income assistance for up to 12 months to ensure they have food, shelter and the necessary life skills to integrate successfully.

[24] These program sub-activities include the Immigrant Settlement and Adaptation Program, Language Instruction for Newcomers to Canada, the Host Program and contributions to provinces.

Since the current funding levels were established in 1998, increased housing costs and inflation mean that the program faces challenges in providing income support levels comparable to provincial social assistance levels. In addition, many resettled refugees arrive with a need to access more services. Recent research indicates the program also faces challenges in meeting some of the specific needs of refugees.

The development of tools to measure the impacts of settlement and resettlement programs will further strengthen public confidence in Canada's support to newcomers, including refugees. Engaging stakeholders in formal program evaluations and in the development of performance measurement indicators will ensure that partners delivering programs understand their accountability for enhancing the efficiency and effectiveness of programs funded by CIC, and for promoting social inclusion.

Planning Highlights for 2009–2010

- Continue the development of policies and programs in support of a more focused, outcome-based approach to settlement and longer-term integration.
- Investigate the feasibility of supplementing CIC's existing language assessment process by introducing a more standardized exit assessment system.
- Continue the development of a performance measurement strategy for settlement programming. Work with provinces and territories to develop a common set of performance measures that supports the comparable assessment and public reporting of program and newcomer results.
- Summative evaluations of the Language Instruction for Newcomers to Canada, the Immigrant Settlement and Adaptation, and the Host programs will be conducted to assess their outcomes to date.
- Following the formative evaluations[15] of the Enhanced Language Training Program, the Going to Canada Immigration Portal, the Host Program, and the Immigrant Settlement and Adaptation Program, continue to build on these activities' strengths to further develop tools and services that improve participant outcomes in the longer term.
- Continue to develop an overseas settlement programming strategy to frame CIC's programming priorities and approach regarding pre-arrival services offered to immigrants. The strategy will assist CIC in designing overseas settlement programming that is comprehensive, coordinated and effective.
- The Foreign Credentials Referral Office[16] is currently implementing its overseas strategy to reach immigrants earlier in the immigration process while they are still in their home countries. This strategy includes offering in-person orientation sessions to specified Economic Class applicants in key source countries regarding foreign credential recognition processes and the Canadian labour market. The overseas strategy will be implemented through a phased-in approach, with full service delivery expected by 2011–2012.
- Continue to fulfil commitments under the Canada-Ontario Immigration Agreement,[17] including implementing changes already under way and strengthening capacity to increase COIA programming.
- Conduct an evaluation of the Resettlement Assistance Program.
- Develop a resettlement performance measurement and evaluation framework for completion in 2010–2011 that is in line with the Federal Policy on Transfer Payments and with commitments made in previous evaluations of the Resettlement Assistance Program and the Private Sponsorship of Refugees Program.

Benefits for Canadians

The integration program plays a significant role in the Government of Canada's "social affairs" outcome—"A diverse society that promotes linguistic duality and social inclusion"—by supporting newcomers in their successful settlement and longer-term integration in Canada. Addressing newcomer needs in this way ensures that newcomers can continue to make contributions to various aspects of Canadian life and meet their goals within their adopted communities. Newcomer participation and contributions help enrich Canada's society, economy and communities, with ultimate benefits to the country's ongoing prosperity.

[15] All completed evaluations can be found at www.cic.gc.ca/english/resources/evaluation/index.asp.
[16] For more information, see www.credentials.gc.ca.
[17] For more information on the COIA, see www.cic.gc.ca/english/department/laws-policy/agreements/ontario/index-ont.asp.

PROGRAM ACTIVITY 6 – CITIZENSHIP PROGRAM

Financial and Human Resources

	2009–2010	2010–2011	2011–2012
Planned Spending ($ millions)	**27.3**	26.7	26.6
Full-time Equivalents	**285**	283	282

PROGRAM DESCRIPTION
The citizenship program designs, develops and implements policies and programs to administer the acquisition of Canadian citizenship, and to enhance the values and promote the rights and responsibilities of Canadian citizenship.

EXPECTED RESULT
Citizens' full participation in Canadian society.

PERFORMANCE INDICATORS	TARGETS FOR 2009
Number and percentage of people who take up citizenship from permanent residence	Maintain or improve on current naturalization rate of 85%
Number of citizenship grant and proof applications processed—positive and negative decisions	Minimum of 170,000 grants and 38,000 proofs

The acquisition of citizenship is an important tool for integration as it invests newcomers with the full range of Canadian rights and responsibilities to develop and foster their sense of belonging to Canada. According to the 2006 Census,[18] the majority of foreign-born people who were living in Canada and were eligible for Canadian citizenship chose to become Canadians. In 2006, 85.1 percent of eligible immigrants had acquired Canadian citizenship.

The naturalization rate is a strong indicator of favourable attitudes towards Canadian citizenship as well as its value. Canada has one of the highest naturalization rates in the world, and CIC aims to maintain this high rate. Given the high naturalization rate as well as other factors, such as changing rules for dual citizenship in other countries, the demand for citizenship services has increased. As a result, the number of applications for citizenship grants and proofs has exceeded current processing capacity levels. The inventory of proof applications in particular is at an all-time high and currently exceeds one year's processing capacity. In addition, proof application intake is expected to increase in 2009–2010, given the coming into force of Bill C-37 in April 2009, which addresses the situation of people who lost or never had Canadian citizenship, and given the anticipated increase in passport and enhanced driver's license applications when the new requirements for entry to the United States by water or land come into effect in June 2009. CIC will continue to explore measures that will bring greater efficiency to program delivery and client service, including ways to streamline processing using Web-based tools.

At the same time, citizenship is not only about legal status, but also about civic identity and civic participation. While it is challenging to link these high-level outcomes with specific programs and activities, CIC will continue to develop more meaningful and comprehensive indicators to improve the accountability of its programs.

CIC will strive to bring greater meaning, integrity and efficiency to the citizenship program over the next three years and will build on progress achieved, such as implementation of a strengthened evidence-based policy framework and amendments to the *Citizenship Act* to address specific citizenship issues.

[18] More information on the 2006 Census of Canada can be found at www12.statcan.ca/english/census/index.cfm.

Planning Highlights for 2009–2010

- Continue to work with partners and stakeholders, including other federal departments and the provinces and territories, to support the implementation of Bill C-37, *An Act to Amend the Citizenship Act*, which addresses the situation of people who lost or never had Canadian citizenship because of provisions in current and former legislation.
- Develop policies and programs to ensure better program integrity and to protect the value of Canadian citizenship. This will involve a review of current program activities in order to identify risks as well as opportunities. For example, to protect the value of citizenship, promotion activities will be reviewed to define more clearly the values, rights and responsibilities of Canadian citizenship.
- Continue to develop more relevant indicators to measure the key objectives of the citizenship program.
- Continue to explore measures to address capacity issues as a result of the growing inventory of applications for citizenship grants and proofs.

Benefits for Canadians

The citizenship program contributes to a diverse society that promotes multiculturalism and social inclusion by granting citizenship to eligible newcomers, and by enhancing the values and promoting the rights and responsibilities of Canadian citizenship for all Canadians.

Internal Services

Financial and Human Resources

	2009–2010	2010–2011	2011–2012
Planned Spending ($ millions)	**129.3**	128.4	127.3
Full-time Equivalents	**1,091**	1,091	1,091

Internal services support all three of CIC's strategic outcomes. Internal services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are Management and Oversight Services, Communications Services, Legal Services, Human Resources Management Services, Conflict Resolution Services, Financial Management Services, Information Management Services, Information Technology Services, Real Property Services, Materiel Services, Acquisition Services, and Travel and Other Administrative Services. Internal services include only those activities and resources that apply across the Department and not those provided specifically to a program.

To enable CIC staff to deliver quality external services, staff must be supported with quality internal services. This means that internal services are integral to CIC's ability to deliver results for Canadians and international clients. Accordingly, in fiscal year 2009–2010, CIC's efforts to ensure high-quality service delivery will be extended to internal services, with an expanded focus on supporting internal service providers in taking a more client-centred service approach. Many key internal services are the subject of the annual Management Accountability Framework assessments, in which CIC has been assessed quite favourably on the whole. CIC will build on this foundation by implementing the periodic measurement of client satisfaction to ensure that services are designed around client needs and continuously evolve in response to client feedback.

CIC will also set service standards to tell staff what they can expect from their internal services in a framework of accountability and transparency.

Planning Highlights for 2009–2010

CIC will undertake work to improve management practices and capacity in several areas, such as:

- Instituting systematic processes for management oversight of program activities and performance, and strengthening planning and the performance measurement framework.
- Instituting a systematic approach to project management across the Department by establishing formal organization-wide mechanisms and making available common tools.
- Establishing a Procurement Planning and Contract Review Committee to ensure that procurement is aligned with plans, investments and priorities.

SECTION III
Supplementary Information

Electronic Tables

The following tables can be found on the Treasury Board Secretariat website at www.tbs-sct.gc.ca/estsd-bddc/index-eng.asp.

- Details on Transfer Payment Programs
- Green Procurement
- Sustainable Development Strategy
- Internal Audits
- Evaluations
- Sources of Non-respendable Revenue
- Status Report on Major Crown Projects

Other Items of Interest

MULTICULTURALISM – ENGAGEMENT AND INCLUSION

Program Activity	Program Sub-activities
Multiculturalism – Engagement and Inclusion	1. Multiculturalism Program 2. Historical Recognition Programs 3. Canada's Action Plan Against Racism

In October 2008, responsibility for the Multiculturalism Program, the Historical Recognition Programs and Canada's Action Plan Against Racism was transferred to CIC.[10] Canada's ability to leverage the benefits of diversity depends on its success in ensuring that Canadians are engaged and have the opportunity to participate in the economic, social, political and cultural aspects of Canadian society. Multiculturalism fosters increased intercultural understanding, and supports the goal of Canadians living in a society where they are treated fairly and equitably, regardless of their background.

The Multiculturalism Program draws its mandate from the *Canadian Multiculturalism Act* and the Canadian multiculturalism policy embedded in the Act. The program provides financial support through grants and contributions to Canadian not-for-profit organizations and individuals to address issues affecting ethnocultural communities, enhance their participation in society, address racism and discrimination, and improve cross-cultural understanding. It also supports projects that will lead to institutional change so that barriers are addressed with policies and practices that are inclusive and sustainable. The program supports educational and engagement initiatives that recognize the

[10] CIC's planned spending does not include resources related to the programs transferred from Canadian Heritage. Funding is expected to be transferred in the 2009–2010 Supplementary Estimates process. For resource information on these programs, please refer to the 2009–2010 Report on Plans and Priorities of Canadian Heritage available at www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm.

contribution of diversity to Canada, improve intercultural understanding, and address racism and discrimination, and it provides leadership to the Government of Canada in the areas of policy development and research. In 2009–2010, emphasis will continue to be placed on addressing economic, social and cultural integration; mentorship, volunteerism, leadership and civic education; and intercultural understanding and Canadian values.

Historical Recognition Programs increase public awareness of multiculturalism by undertaking activities that recognize the experiences of ethnocultural communities affected by historical wartime measures and/or historical immigration restrictions or prohibitions. This is achieved by providing symbolic *ex gratia* payments to those who were required to pay the Chinese Head Tax and to the conjugal partners of deceased Head Tax payers, and by developing a National Historical Recognition Program to fund federal initiatives that help educate all Canadians, particularly youth, about the history of wartime measures and immigration restrictions. The Government has also implemented a Community Historical Recognition Program that funds eligible community-based commemorative and educational projects.

Canada's Action Plan Against Racism contributes to the elimination of racism and the achievement of equitable socio-economic outcomes for all Canadians by seeking to reduce discriminatory behaviours and practices; assisting federal partners and stakeholders to develop a greater capacity to work on solutions to racism and diversity issues in their environment; and increasing opportunities for ethnoracial, ethnocultural and Aboriginal communities to participate in Canada's social and economic life. The Action Plan combines in one framework the many practical applications of 20 federal government programs and major initiatives to combat racism and promote inclusion. As the Action Plan will be coming to an end on March 31, 2010, the focus in 2009–2010 will be on completing the hate crimes statistics and Welcoming Communities initiatives. Progress on results achieved will continue to be reported in the *Annual Report on the Operation of the* Canadian Multiculturalism Act.[20]

HEALTH RISK MITIGATION

The movement of foreign nationals into Canada presents potential threats related to infectious diseases and an excessive burden on the Canadian health-care system. CIC will continue to develop and implement risk mitigation strategies to manage health issues related to immigration.

In cooperation with the provinces and territories, CIC will continue to mitigate the risks of infectious diseases through the medical surveillance of newly arrived permanent and temporary residents who could pose public health risks. CIC will also continue to improve pre-departure and post-arrival health risk management strategies for refugees in protracted situations with limited health prevention and care facilities.

In partnership with DFAIT, Health Canada and the Treasury Board Secretariat, CIC will continue to support the delivery of the Public Service Health Overseas Program to Canadian-based staff and their dependants located overseas.

METROPOLIS

In 1995, CIC and the Social Sciences and Humanities Research Council of Canada created the Metropolis Project[21] to enhance the ability of CIC and other government departments to manage the challenges and capitalize on the opportunities associated with migration and the integration of ethnic, racial and religious minorities in large cities. CIC leads the Metropolis Project, supported by a consortium of federal departments and agencies.[22] During this planning period, Metropolis will continue to publish reports and journals, maintain a dynamic website and organize annual international and national conferences—the former being the world's largest.

[20] Past reports can be accessed at **www.cic.gc.ca/multi/publctn/indeveng.asp**.

[21] More information is available on the many websites associated with the project, which can be accessed at **http://metropolis.net**.

[22] Funding organizations include the following: Citizenship and Immigration Canada; Canadian Heritage; Department of Justice; Public Health Agency of Canada; Canada Mortgage and Housing Corporation; Human Resources and Skills Development Canada; Public Safety Canada; Atlantic Canada Opportunities Agency; Canada Border Services Agency; Canada Economic Development for Quebec Regions; Northern Ontario Development Program; Rural and Co-operatives secretariats; Royal Canadian Mounted Police; and the Social Sciences and Humanities Research Council of Canada.

It will also run highly focused, policy-relevant events, presentations and seminars that will bring together policy makers, academics and non-governmental sector participants to discuss emerging issues in the fields of immigration and diversity. The five Metropolis Centres of Excellence in Canada will continue to conduct research into migration and diversity, and publish an extensive series of working papers, scholarly articles and books.

CIC RESEARCH ACTIVITIES

Objective and timely research is a prerequisite to making informed decisions for policy action and program development. In 2009–2010, CIC will develop a comprehensive data policy to govern the sharing of information with stakeholders and ensure that requests are responded to in a comprehensive, consistent or effective manner. This work will lead to better coordination and streamlined data provision to the provinces and territories, and to other partners and stakeholders. In order to support departmental policy and program development, strategic research will continue to be conducted in areas such as labour market responsiveness and economic indicators, language acquisition and literacy, citizenship and social integration, refugee sponsorship relationships, and the linkages across programs and immigration streams. By April 2009, CIC will update its multi-year research plan to reflect the research focus for the next five years (2009–2014).

GENDER-BASED ANALYSIS AT CIC

Under IRPA, CIC is accountable to Parliament for conducting gender-based analysis of the impact of the Act and its regulations. The Department developed a strategic framework for gender-based analysis at CIC for 2005–2010. The overall objective of the framework is to integrate GBA into CIC's day-to-day work in order to meet reporting requirements through branch GBA plans, and to achieve broader departmental policy and program objectives and commitments regarding GBA.

A range of GBA initiatives are planned for 2009–2010, including a preliminary GBA on the impacts of the amendments to IRPA contained in the *Budget Implementation Act 2008* (Bill C-50), a gender-based review of information provision to newcomers, and the incorporation of more gender-based data in program evaluations. For more information on the Department's plans and activities with respect to GBA, consult the *Annual Report to Parliament on Immigration, 2008*.[23]

[23] See www.cic.gc.ca/english/resources/publications/annual-report2008/section2.asp.